

12.0 Implementation Program

The Implementation Program of the Goodyear General Plan 2003-2013 is the last chapter in this document that establishes the specific measures that will lead to plan achievement. The intent of the Implementation Program is to organize the listing of near-term implementation activities identified at the conclusion of each element and prioritize them for timely completion. Long term activities (Year 5-10) are also identified at the conclusion of each element. The year 1-2 prioritized activities are listed first and all of the near-term activities (year 1-5) are listed second. This two-tiered approach will provide an easy to use reference for the City and its stakeholders to begin implement efforts immediately to continue providing quality growth and development in the City for existing and future residents, businesses and visitors.

The Implementation Program is organized into the two sections identified below to communicate the City's future intent to achieve the vision, goals and objectives of this document:

- Near-Term Implementation Activity Priority
- Implementation Activity Overview

12.1 Near-Term Implementation Activity Priority

The near-term listing of prioritized activities has resulted in 18 projects identified to be accomplished by the year 2008. These projects will assist in directly implementing almost all of the elements of the Goodyear General Plan. These projects are listed on the following pages:

**Table 12.1
Priority 1 Implementation Activities**

Priority 1 Activities	Activity	Element	Activity Number (from Table 12.2)	Supports Other Elements
1	Development Standards Preparation/Updating	Land Use	2-6	Community Character
2	Water/Wastewater Facilities Master Plan Update	Water Resources	5-1	Public Services
3	El Rio Master Plan Preparation and Adoption	Land Use	2-2	Parks and Open Space Circulation
4	City Center Master Plan Preparation	Land Use	2-1	Growth Areas Community Character
5	1996 Southwest Cities, Schools, and Developers Compact Updating	Land Use	2-8	Public Services Parks and Open Space
6	Subdivision Code Update	Community Character	11-3	Land Use
7	Zoning Ordinance Buffering Requirements	Land Use	2-5	Community Character
8	Open Space Funding Acquisition Evaluation and Study	Parks and Open Space	4-2	Land Use
9	City Center Gateway Overlay District	Community Character	11-1	Land Use Growth Areas

Priority 1 Activities	Activity	Element	Activity Number (from Table 12.2)	Supports Other Elements
10	Business Ordinance Preparation	Land Use	2-4	Public Services
11	White Tank Regional Water Treatment Plant Project	Water Resources	5-5	Public Services
12	Grant Coordinator Position	Housing	6-4	All Elements
13	Capital Improvements Program Update	Cost of Development	8-1	All Elements
14	Fiscal Impact Model Update	Cost of Development	8-2	All Elements
15	Dark Sky Ordinance Preparation	Environmental Planning	9-1	Land Use
16	Historic Preservation Committee Creation	Land Use	2-3	Community Character
17	Neighborhood Enhancement Program Creation	Land Use	2-9	Housing
18	Recreational Community Survey	Parks and Open Space	4-3	Public Services

Sources: General Plan Advisory Committee; and City of Goodyear; January 2003

12.2 Near-Term Activity Listing

The Implementation Summary of the Goodyear General Plan 2003-2013 provides a complete listing of all near-term implementation activities to achieve the identified objectives of each element. The near-term activities are compiled in Table 12.2, *Near-Term Implementation Program*. The table is organized by element and was prioritized by the General Plan Advisory Committee (GPAC). The prioritized listing presented on the following pages is organized by the activity characteristics, listed below, that allow strategic implementation of the Goodyear General Plan.

Activity	Identifies the measure necessary to implement the Goodyear General Plan elements.
Objective Achievement	Identifies the specific objective(s) to be achieved.
Purpose	Identifies why the activity should be accomplished.
Lead Responsibility	Identifies the primary City department to lead activity implementation efforts.
Priority/Complete	Identifies the specific near-term (Year 1-5) timeframe in three incremental periods including 1 (Years 2004-2005), 2 (Years 2005-2006) and 3 (Years 2006-2008) for the activity to be initiated and its completion date.
City Resources	Identifies the probable mechanism(s) utilized by the City to finance or complete the activity.
Stakeholders/Resources	Identifies interested entities and/or potential resources inside or outside the City that could provide technical, financial, or community support to achieve the activity.

The listing on the following pages is presented in chronological order and organized within each element for anticipated priority (1, 2, or 3) timeframes for activity initiation.

**Table 12.2
Near-Term Implementation Program**

Activity	Objective Achievement	Purpose	Lead Responsibility	Priority /Complete	Resources	Stakeholders/ Resources
2.0 Land Use Element						
2-1 City Center Master Plan Preparation	Site and expand employment uses throughout the entire City (A-2)	To guide to the initial and interim highest and best mixed use of the area surrounding the intersection of Estrella Parkway and Yuma Road.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> General Fund Property Owners 	<ul style="list-style-type: none"> Property Owners
2-2 El Rio Master Plan Preparation and Adoption	Strive to enhance the environmental, economic and recreational characteristics of a satisfying and safe lifestyle. (E-1)	To enhance the Gila River Corridor, between Dysart Road and Perryville Road with a mix of recreation, multiple use, eco-tourism/economic development and open space uses.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> Federal and State Grants Maricopa County Arizona Game and Fish Department US Army Corps of Engineers 	<ul style="list-style-type: none"> Flood Control District of Maricopa County US Army Corps of Engineers
2-3 Historic Preservation Committee Creation	Evaluate the potential for revitalization, infill and redevelopment activities (C-1)	To initiate a proactive, citizen-based approach to enhance the economic viability of the City's mature area.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> In-kind State Grants Arizona State Historic Preservation Office 	<ul style="list-style-type: none"> Arizona State Historic Preservation Office Arizona Department of Commerce

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Activity	Objective Achievement	Purpose	Lead Responsibility	Priority /Complete	Resources	Stakeholders/ Resources
2-4 Business License Ordinance Preparation	Strengthen Goodyear's business recruitment efforts in its priority clusters (D-1)	To create a business license program.	<ul style="list-style-type: none"> Economic Development Department 	1 2005	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Local Businesses Tri-City Chamber of Commerce
2-5 APZ/Noise Contour Overlay District Adoption	Site and expand employment uses effectively throughout the entire City. (A-2)	To protect the mission of Luke Air Force Base and protect the health and safety of residents.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Luke Air Force Base Fighter Country Partnership City of Glendale
2-6 Zoning Ordinance Buffering Requirements	Successfully buffer residential and employment uses (B-2)	To assist in minimizing the negative impacts of non-compatible land uses.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Property Owners
2-7 Development Standards Preparation/ Updating	Provide a mix of housing types and densities for all residents (A-1)	To ensure the conformity of the General Plan with the City's zoning and subdivision codes.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Property Owners

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Activity	Objective Achievement	Purpose	Lead Responsibility	Priority /Complete	Resources	Stakeholders/ Resources
2-8 Transfer of Development Rights Program Creation	Site and Expand Employment Uses Effectively throughout the Entire City (A-2)	To allow opportunities to "Receive" or "Send" density/intensity based on environmental and/or man-made factors	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> In-Kind General Fund 	<ul style="list-style-type: none"> Property Owners
2-9 Adequate Public Facilities Ordinance Preparation	Ensure that Goodyear has adequate public safety facilities, staff and services (D-5)	To allow for the coordinated development and cost recovery for facilities that serve new development.	<ul style="list-style-type: none"> Community Development Department 	2 2006	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Property Owners
2-10 1996 Southwest Cities, Schools, and Developers Compact Updating	Utilize joint-use schools/parks as the central elements in new and revitalized neighborhood development (B-4)	To clarify and enhance the close working partnership of the City, development community and school districts in the appropriate timing, financing and planning of school facilities.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> In-kind 	<ul style="list-style-type: none"> Development Community School Districts

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Activity	Objective Achievement	Purpose	Lead Responsibility	Priority /Complete	Resources	Stakeholders/ Resources
2-11 Neighborhood Enhancement Program Creation	Consider reinvestment where property owners have demonstrated their long-term commitment to the area (C-2)	To facilitate the organization of neighborhoods and their long-term viability and appreciation.	<ul style="list-style-type: none"> Community Initiatives Department 	1 2005	<ul style="list-style-type: none"> In-kind 	<ul style="list-style-type: none"> Arizona Department of Housing
2-12 Arizona State Land Department Conceptual Planning	Achieve the desired balance of jobs and residents to create a sustainable community (A-3)	To allow for a coordinated approach and appropriate land use mix.	<ul style="list-style-type: none"> Community Development Department 	3 2008	<ul style="list-style-type: none"> Arizona State Land Department 	<ul style="list-style-type: none"> Arizona State Land Department
2-13 Phoenix-Goodyear Airport Master Plan	Site and Expand Employment Uses Effectively throughout the Entire City (A-2)	To enhance the operation and job growth of PGA.	<ul style="list-style-type: none"> Economic Development 	1 2005	<ul style="list-style-type: none"> In-Kind General Fund 	<ul style="list-style-type: none"> Phoenix-Goodyear Airport

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Activity	Objective Achievement	Purpose	Lead Responsibility	Priority /Complete	Resources	Stakeholders/ Resources
3.0 Circulation Element						
3-1 Park and Ride Lot Site Location Study	Continue to provide and extend transit system and facilities improvements in Goodyear (B-2)	To allow for the preemptive location of optimal sites for future transit and vehicular parking use.	<ul style="list-style-type: none"> Public Works Department 	3 2008	<ul style="list-style-type: none"> In kind Federal Grant General Fund 	<ul style="list-style-type: none"> Valley Metro Arizona Department of Transportation
4.0 Parks and Open Space						
4-1 Transfer of Development Rights Creation	Critically evaluate natural and agricultural areas in a comprehensive manner (B-1)	To allow for the preservation of appropriate open space and development intensity at appropriate locations throughout the City.	<ul style="list-style-type: none"> Community Development Department 	2 2006	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Trust for Public Land
4-2 Open Space Funding Acquisition Evaluation and Study	Critically evaluate natural and agricultural areas in a comprehensive manner (B-1)	To determine the most appropriate measures that will provide a long-term stream of revenue for open space purchase and management.	<ul style="list-style-type: none"> Finance Department 	1 2005	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> City of Scottsdale

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Activity	Objective Achievement	Purpose	Lead Responsibility	Priority /Complete	Resources	Stakeholders/ Resources
4-3 Recreational Community Survey	Periodically determine the recreational program needs and cost implications within the planning area (D-1)	To frequently identify and revalidate the recreational facility needs of the City's residents and potentially expand survey area to adjacent communities.	<ul style="list-style-type: none"> Public Works Department 	1 2005	<ul style="list-style-type: none"> In-kind General Fund Adjacent Communities YMCA 	<ul style="list-style-type: none"> City of Avondale City of Litchfield Park Town of Buckeye YMCA
4-4 Park Planning Area Ordinance and Impact Fee Assessment	Implement a hierarchy of desired park types (A-1)	To provide a coordinated approach to determine and finance desired levels of service for park facilities.	<ul style="list-style-type: none"> Community Development Department 	2 2006	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Property Owners

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5.0 Water Resources Element						
5-1 Water/Wastewater Facilities Master Plan Update	Evaluate new resource acquisition and existing resource use (A-1)	To update the 1997 plan that includes long-term provisions for supply, demand, financing and facilities.	<ul style="list-style-type: none"> Public Works Department 	1 2005	<ul style="list-style-type: none"> General Fund Greater Arizona Development Authority 	<ul style="list-style-type: none"> Greater Arizona Development Authority Arizona Department of Water Resources Maricopa Association of Governments
5-2 Water Conservation Display	Promote increased public awareness for reduced water use (C-2)	To provide a highly visible and effective campaign to conserve potable water resources in the City.	<ul style="list-style-type: none"> Community Initiatives Department 	3 2008	<ul style="list-style-type: none"> In-kind General Fund Arizona Department of Water Resources 	<ul style="list-style-type: none"> Alquaquin Arizona Department of Water Resources
5-3 Voluntary Plumbing Conservation Program	Continue the use and retrofiting of low flow fixtures in structures (C-1)	To reduce residential and commercial potable water use in the City.	<ul style="list-style-type: none"> Community Development Department 	3 2008	<ul style="list-style-type: none"> In-kind General Fund Arizona Department of Water Resources 	<ul style="list-style-type: none"> Alquaquin Arizona Department of Water Resources

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Activity	Objective Achievement	Purpose	Lead Responsibility	Priority /Complete	Resources	Stakeholders/ Resources
5-4 Conservation/ Drought Management Plan Update	Prepare the City for future drought or low potable supply conditions (C-4)	To update and enhance the drought staging and resulting measures to reduce potable water use.	<ul style="list-style-type: none"> Public Works Department 	2 2006	<ul style="list-style-type: none"> In-kind General Fund Arizona Department of Water Resources 	<ul style="list-style-type: none"> Alquaquin Arizona Department of Water Resources
5-5 White Tank Regional Water Treatment Plant Project	Evaluate new resource acquisition and existing resource use (A-1)	To provide a mechanism that allows the City to utilize its CAP allocation for municipal and industrial use.	<ul style="list-style-type: none"> Public Works Department 	1 2005	<ul style="list-style-type: none"> West Salt River Valley Subcontractors (WESTCAPS) 	<ul style="list-style-type: none"> West Salt River Valley Subcontractors (WESTCAPS)
6.0 Housing Element						
6-1 Design Guidelines Update	Continue to foster high quality, attractive neighborhoods (A-1)	To enhance and clarify the provisions in the City's adopted Design Guidelines.	<ul style="list-style-type: none"> Community Development Department 	2 2006	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Development Community

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6-2 Inclusionary Zoning Ordinance Preparation	Provide a diverse stock of housing products (A-2)	To consider the opportunity for housing that is affordable to be interspersed in other similar market rate developments.	<ul style="list-style-type: none"> Community Development Department 	2 2006	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Arizona Department of Housing
6-3 Lending Community Partnership	Utilize revitalization programs to upgrade existing neighborhoods (B-1)	To leverage the use of Community Reinvestment Act funds for community development.	<ul style="list-style-type: none"> Community Initiatives Department 	3 2008	<ul style="list-style-type: none"> In-kind 	<ul style="list-style-type: none"> Local Financial Institutions
6-4 Grant Coordinator Position	Aggressively pursue federal, state and regional grant monies for direct and indirect revitalization activities (B-2)	To maximize the City's capture of grant monies for housing, community development and infrastructure projects.	<ul style="list-style-type: none"> City Managers Office 	1 2005	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> None

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6-5 Homeowner Association Education Program Initiated	Aggressively pursue federal, state and regional grant monies for direct and indirect revitalization activities (B-2)	To maintain a well trained network of associations that manage and maintain their respective neighborhoods.	<ul style="list-style-type: none"> Community Initiatives Department 	2 2006	<ul style="list-style-type: none"> In-kind 	<ul style="list-style-type: none"> Development Community
7.0 Public Services						
7-1 Utility Services Impact Fee Study Update	Maintain existing levels of service for future municipal services and facilities (B-1)	To ensure the appropriate fees are assessed to serve new growth in a timely manner.	<ul style="list-style-type: none"> Finance Department 	3 2008	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Development Community
7-2 Develop Public Safety Facilities Strategic Plan	Protect human life and property through public safety and emergency services (A-1)	To enhance response and service needs of the City's customers.	<ul style="list-style-type: none"> Police Department 	2 2006	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Development Community
7-3 Update Fire Department Strategic Plan	Protect human life and property through public safety and emergency services (A-1)	To enhance response and service needs of the City's customers.	<ul style="list-style-type: none"> Fire Department 	2 2006	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Development Community

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7-4 Develop a Wildland/Urban Interface Plan and Area Mitigation Strategy	Secure critical infrastructure and support services for a safe community (C-2)	To protect structures and residents from the threat of fire	<ul style="list-style-type: none"> • Fire Department 	2 2006	<ul style="list-style-type: none"> • In-kind • General Fund 	<ul style="list-style-type: none"> • BLM • Arizona State Land Department
7-5 Prepare Public Safety Standards of Response Coverage	Secure critical infrastructure and support services for a safe community (C-2)	To minimize damage, criminal acts and potential loss of life	<ul style="list-style-type: none"> • Fire Department • Police Department 	2 2006	<ul style="list-style-type: none"> • In-kind • General Fund 	<ul style="list-style-type: none"> • Development Community
7-6 Update Emergency Operations Plan	Secure critical infrastructure and support services for a safe community (C-2)	To adequately prepare the City for natural and human caused hazards	<ul style="list-style-type: none"> • Fire Department • Police Department 	2 2006	<ul style="list-style-type: none"> • In-kind • General Fund 	<ul style="list-style-type: none"> • State of Arizona • Maricopa County
8.0 Cost of Development						
8-1 Capital Improvements Program Update	Provide facilities and services concurrent with future growth (A-1)	To enhance and reprioritize the six year capital needs of the City	<ul style="list-style-type: none"> • City Managers Office 	1 2005	<ul style="list-style-type: none"> • In-kind 	<ul style="list-style-type: none"> • Residents

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Activity	Objective Achievement	Purpose	Lead Responsibility	Priority /Complete	Resources	Stakeholders/ Resources
8-2 Fiscal Impact Model Update	Maintain, and where possible, improve the level of municipal services and facilities (B-1)	To evaluate the performance of the existing model and recalibrate based on existing and new forecast conditions.	<ul style="list-style-type: none"> Finance Department 	1 2005	<ul style="list-style-type: none"> In-kind General Fund Greater Arizona Development Authority 	<ul style="list-style-type: none"> Greater Arizona Development Authority
9.0 Environmental Planning						
9-1 Dark Sky Ordinance Preparation	Minimize the presence of glare (B-2)	To maintain the small community feel and minimize glare nuisances.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Property Owners
9-2 Sensitive Lands Guidelines Development	Minimize the visual impact of development on significant natural features and native vegetation (A-4)	To protect significant landforms and vegetation that limits the visual scarring within the community.	<ul style="list-style-type: none"> Community Development Department 	3 2008	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Development Community

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10.0 Growth Areas						
10-1 Strategic Economic Development Plan Update	Enhance the jobs per capita ratio within the identified growth areas, City Center, and Village Centers (A-3)	To reevaluate and reprioritize the existing economic targets; and revalidate existing measures for business retention and expansion.	<ul style="list-style-type: none"> Economic Development Department 	2 2006	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Arizona Department of Commerce Greater Phoenix Economic Council WestMarc
11.0 Community Character						
11-1 City Center Gateway Overlay District	Identify the City Center as the heart of the City (A-1)	To provide a visually attractive and fiscally viable corridor along Estrella Parkway from I-10 to Yuma Road.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> In-kind General Fund 	<ul style="list-style-type: none"> Property Owners
11-2 Freeway Access Ramp Improvements and Landscaping/ Public Art	Enhance existing vehicular facilities and preserve additional high capacity corridors (B-1)	To enhance the interchanges of high capacity roadways in Goodyear with landscaping and public art opportunities.	<ul style="list-style-type: none"> Community Initiatives Department 	3 2008	<ul style="list-style-type: none"> General Fund Arizona Department of Transportation Maricopa County Department of Transportation 	<ul style="list-style-type: none"> Arizona Department of Transportation

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11-3 Subdivision Code Update	Maintain the City's reputation as an attractive and safe community in which to work, play, visit and invest (A-1)	To maintain and enhance quality development in the City.	<ul style="list-style-type: none"> Community Development Department 	1 2005	<ul style="list-style-type: none"> In-Kind General Fund 	<ul style="list-style-type: none"> Property Owners

Sources: General Plan Advisory Committee, URS and City of Goodyear; January 2003.